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22nd Annual Planning Workshop
May 12-15, 2003

Integrating Communication into Project Management Plans

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Communication is a contact sport

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Let's get ready to rumble

- You have what it takes to win.
- Do you have what it takes to play?

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The communication prenupts

- Strategy
- Needs of stakeholders
- Complexity of the project and plan
- Budget
- Organize the team

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The group

- Project Manager
  - Gets the plan going
  - Incorporates the plan into the Project PMP
- PAO is communications consultant
- PDT members assist the PM
  - ID stakeholders
  - Communications requirements

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5-step dance

- Step 1 – Identify Stakeholders
- Step 2 – Identify Issues
- Step 3 – Research
- Step 4 – Communicate
- Step 5 – Evaluate and Update

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STEP 1 – Identify the Stakeholders

- Ask:
  - Who is affected by this project?
  - Who affects the project?
  - How? When? Why?
- Consider:
  - Geography
  - Economics
  - Quality of life
  - Political sensitivity

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Step 2 – Identify Issues

- What are the concerns, issues and trends?
  - Technical
  - Institutional
  - Political (all levels)
  - Economic and fiscal
  - Environmental, health and safety
  - Cultural
  - Legal
  - Non-government organizations and advocacy groups
- How do these affect the project?

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Step 3 -- Research

- Listen, understand and verify expectations, problems, concerns, issues.
  - Talk with local sponsors and customers
  - Talk with interest groups
  - Review existing documents
  - Check out web sites
  - Conducts survey or focus groups
  - Learn about key stakeholders' communications strategy and messages

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Step 4-- Communicate

- Design a communications strategy for each interested party and link to project milestones
  - When and how will the public be involved?
  - What are your key messages?
  - What is your media strategy?

Be timely, consistent. clear, honest, relevant, open and empathetic.

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Step 5 – Evaluate and Update

- Evaluate effectiveness and update throughout the project life-cycle.
- Document new issues and key messages for easy reference by PDT.

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Reporters are coming, reporters are coming!

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News Media Communication

- Finally, someone who will listen to you
- Your chance to send your message to thousands of people

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What Is Newsworthy?

- Project significant?
- Changes being made?
- Unusual, unexpected, contradictory activities?
- Need to know?
- Would like to know?
- Unintended impact?
- One of a trend?

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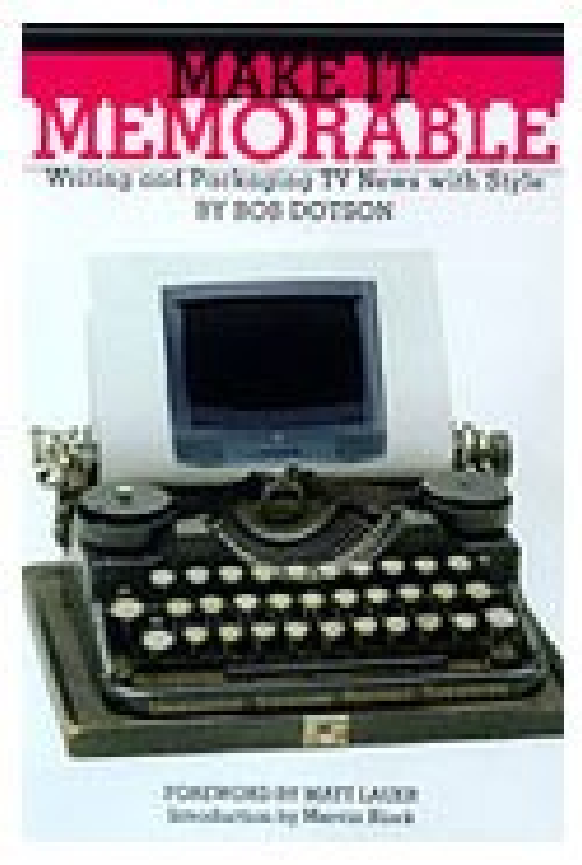
Media Strategy



- What's your Public Affair Posture?
  - Active: planned effort to initiate media interest
  - Passive: ready to respond rapidly to media calls
- Key Messages and Qs & As
- Procedures:
  - Who to call in an emergency.
  - Who to refer reporters to for official comments.
  - Where media interviews should take place.
  - How to report media calls.
  - Who to coordinate with.

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Media: Be Ready

- Maximum disclosure, minimum delay.
- Get PAO on your team.
- What are the 15 most important words you have to tell your audience.
- Know your media strategy.
- Know your key messages.
  - Prepare for 10 best questions.
  - Prepare for 10 worst questions.

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Media:Preparing for the interview

- Stick to YOUR messages
  - Use your words
  - Give your answers to the questions
  - Stick to your messages regardless of how the question is asked
- Stop talking when you finish your answer
- Don’t accept the reporters facts and figures
  - Rely on your knowledge

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Key Messages

- What do you want the audience to remember?
- What are we doing about a problem or issue?
- What is our position on the matter?
- What is the status, progress or limitation?
- What are the unique challenges, accomplishments, partnerships

Use messages that solicit feedback. "Tell us what you think."

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You are responsible for what comes out of your mouth.

"It isn't pollution that's harming the environment. It's the impurities in our air and water that are doing it."

Former US Vice President Dan Quayle

- "Smoking kills. If you're killed, you've lost a very important part of your life."

Brooke Shields

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Risk Communication
The 3-Step Model

1. Express empathy and concern.
2. Provide your conclusion.
3. Describe future action.

--Dr. Vincent Covello
Risk Communication

"Its easier to stand in front of people if you have a good solid message you believe in."

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Media Training

- Take it every chance you get.
- Helps you
  - Become a better communicator
  - Tell the USACE story
  - Raise your comfort level

DOGBERT THE INVEST-MENT BANKER
I HIRED A WEASEL TO TEACH YOU HOW TO ANSWER MEDIA QUESTIONS.
www.dilbert.com scottadams@aol.com
NO MATTER WHAT THE REPORTERS ASK, ALWAYS GIVE THE SAME ANSWER: "IT WILL BE GOOD FOR STOCK-HOLDERS."
IS IT TRUE THAT YOU RAN OVER A STOCK-HOLDER IN THE PARK-ING LOT?
IT'LL BE GOOD FOR HIM.
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What does success look like?

- Everyone is a communicator
- Communication in PMP.
- Fewer surprises.
- Issues dealt with the table.
- You deliver your key messages.

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Generic Plan

- Intro
- Goals
- Target audiences
- Kew messages
- Timeline
- Budget
- Implementation
- Actions
- Assignments